

## **PART 7**

### **PROPOSAL REQUIREMENTS**

# WASHINGTON STATE FERRIES

## FOOD, BEVERAGE AND RETAIL CONCESSION CONTRACTS

### PROPOSAL REQUIREMENTS

1 The following is a description of the proposal requirements for Food, Beverage and Retail  
2 Service Concession Contracts with Washington State Ferries, a division of the Washington  
3 State Department of Transportation (hereinafter called "WSF").  
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#### 6 **A. CONTENT**

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8 A proposal must include a full response to all of the requirements in this RFP Part 4,  
9 Proposal Requirements, per the instructions and format specified herein. Please note  
10 that Proposal Requirements are divided into (i) general requirements for all  
11 concession service segments; and (ii) specific requirements for each concession  
12 service segment, all as itemized on the following pages.  
13

14 A proposal must also include: (i) a completed Financial Proposal Form, a sample of  
15 which is included in RFP Part 8; and (ii) Proposal Security in the form and amount  
16 specified in RFP Part 3, Proposal Instructions.  
17  
18

#### 19 **B. PROPOSAL PREPARATION**

20  
21 A proposer must submit one (1) original and seven (7) copies of its proposal to WSF.  
22 Proposals shall be presented in loose-leaf three ring binders, in a neat, orderly and  
23 comprehensive manner. The proposal must be organized by:  
24

- 25 1. Concession Segment - Each concession segment shall be clearly identified and  
26 submitted in separate binders.  
27
- 28 2. Background and Qualifications - Each segment proposed must begin with a  
29 duplicate copy of the proposer's response to the Background and  
30 Qualifications, All Segments subject categories.  
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- 32 3. Subject Categories - Each subject category shall be clearly identified by tabs,  
33 and presented in the same sequence as listed below in the Proposal  
34 Requirements.  
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Organizing the Proposal in the above manner will allow WSF to distribute the Proposal, by concession segment, to multiple evaluation teams to expedite the Proposal Evaluation.

The Proposal must be typewritten on 8.5" x 11" white paper, with no less than 1.25 line spacing and with text no smaller than 12 pitch. Foldouts must not exceed 11" x 17". A reproducible copy of any drawing larger than 11" x 17" shall also be provided. Elaborate brochures, expensive paper and bindings or other presentations beyond that sufficient to present a complete and effective proposal are not necessary.

# PROPOSAL REQUIREMENTS

## BACKGROUND AND QUALIFICATIONS

### ALL SEGMENTS

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**PROPOSERS ARE REQUIRED TO SUBMIT DUPLICATE COPIES OF THE FOLLOWING INFORMATION AS THE FIRST SECTION IN EACH OF THE SEGMENTS PROPOSED**

**Company Profile**

1. Provide details of the legal structure and ownership of the proposers business which shall include the following:
  - a. If a corporation, furnish the date and state of incorporation, and the names of all persons or entities owning at least twenty-five percent (25%) of the company's voting stock. If proposer is a subsidiary, state name and ownership structure of the parent company; however, all information provided herein must be as to proposer and not as to the parent company.
  - b. If a partnership, list all partners and ownership shares.
  - c. If a joint venture, provide the information requested within this section for each party to the joint venture.
  - d. If a sole proprietorship, list all business names under which such individual has done business during the last ten (10) years.
2. Provide details of the organizational structure of the proposer including:
  - a. Organizational charts for national, regional and local business units, and key executive and management personnel.
  - b. Describe the business relationship and interdependence of proposer with other business units under common ownership. Describe proposer's business segments, geographic markets, and primary business locations.

1  
2 **Financial and Business Information**  
3

- 4 1. Provide financial statements including balance sheets, statements of income and  
5 changes in financial position, for the last three fiscal years. Audited financial  
6 statements are strongly preferred. In the event audited financial statements are  
7 not available, the proposer's Chief Financial Officer shall certify all financial  
8 statements. If financial statements are not available, state why.  
9  
10 2. Provide a current Dunn & Bradstreet summary, or a similar credit agency report.  
11 If such a report is unavailable, state why.  
12  
13 3. Provide the name, address, and telephone and fax numbers of proposer's bank,  
14 and a letter of reference from the bank.  
15  
16 4. Sign and return the Washington State Ferries Qualification Affidavit.  
17  
18 5. Provide a Proposal Bond in the amount of \$10,000.00. Only one (1) bond is  
19 required regardless of the number of segments being proposed.  
20  
21

22 **Experience and Qualifications**  
23

- 24 1. Describe the experience of the proposer in managing and/or operating concessions  
25 in comparable high traffic public (non-commercial) facilities in each of the  
26 segments being proposed. Submit a list of the company's existing concession  
27 locations, comparable to the segments being proposed. This should include the  
28 beginning and ending dates of the contract(s), gross receipts generated by each  
29 location, sales per square foot, and the rate of growth achieved.  
30  
31 2. Provide resumes or biographical sketches that describe the strengths and  
32 experience of key management and staff that will be committed to this  
33 Contract(s). Specifically include examples of management experience in  
34 developing, implementing and managing innovative concession concepts in  
35 complex and challenging organized labor environments. Include resumes for all  
36 key management and staff.  
37  
38 3. Submit a list of concession contracts related to the segments proposed that have  
39 been terminated within the past five (5) years, either voluntarily or involuntarily,  
40 prior to the expiration of their term and explain the reasons and circumstances for  
41 each termination.  
42  
43 4. Submit a list of five (5) business references that have experience with proposer's  
44 business performance in the concession segments being proposed. Include  
45 business name, address, telephone number, name and position of contact person,  
46 concession segment(s), and length of the business relationship.  
47

1  
2 **Construction Experience**  
3

4 **On-board Food, Beverage & Retail; On-shore Food & Beverage; Fast Food;**  
5 **and News, Books & Convenience Store proposers only. Proposers for**  
6 **vending segments may, but are not required to respond to this subject**  
7 **category.**  
8

- 9 1. Describe retail and/or food and beverage concession construction projects that  
10 your business is currently engaged in or has completed in the past ten (10) years.  
11 Identify those projects that were constructed on a time-sensitive or time-  
12 constrained schedule that required coordination and cooperation with the  
13 concurrent operations of other businesses. Explain in detail how you  
14 accomplished the construction including the coordination with other businesses.  
15  
16 2. Provide photographs and material specifications for at least one (1) food,  
17 beverage and/or retail facility that your business has constructed.  
18  
19

20 **Innovative Concepts and Brands**  
21

- 22 1. List and describe all significant brands represented by the proposer including  
23 franchise agreements currently operated.  
24  
25 2. List and describe available national, regional and local brands and franchises the  
26 proposer is able to bring to WSF concessions, and identify the segment(s) to  
27 which each will apply. Describe the advantages created by offering these brands  
28 and franchises.  
29  
30 3. List and describe any privately labeled products and franchises the proposer will  
31 make available in WSF concession segment(s) and the segment(s) where they will  
32 be offered.  
33  
34 4. Provide pictures and background information on each private label brand and  
35 franchise including, where applicable, identification of the manufacturer and a  
36 description of the advantage the private label brand or franchise provides over  
37 national, regional, and/or local brands.  
38  
39 5. Provide pictures and background information on innovative concepts and  
40 regionally themed developments you have brought to the concession industry in  
41 general, and describe how this experience would benefit WSF and its customers.  
42  
43 6. If a preferred supplier agreement with a cold beverage supplier will impact a  
44 Proposal, the proposer should submit sufficient data to demonstrate the positive  
45 and/or negative impacts a preferred supplier agreement will have on its Proposal.  
46

- 1 7. If Corporate Sponsorship Agreements will impact a Proposal, the proposer should
- 2 submit sufficient data to demonstrate the positive and/or negative impacts
- 3 Corporate Sponsorship Agreements will have on their Proposal.
- 4

# PROPOSAL REQUIREMENTS

## **Segment 1 - ON-BOARD FOOD, BEVERAGE & RETAIL**

### **PROPOSERS ARE REQUIRED TO SUBMIT THE FOLLOWING INFORMATION**

#### **Concept Development**

1. Description, pictures and/or renditions of On-board Food, Beverage & Retail concepts proposed for each vessel, or class of vessels, and each route.
2. Menus, retail product selections and initial prices that will be offered on each vessel and route. Describe assumptions for the schedule and frequency of price and menu adjustments.
3. Description of galley and dining area capital improvements proposed for each vessel or class of vessels.
4. Detailed construction schedules for all capital improvements at all locations covering the period from contract award to concession opening date.
5. A specification and drawings/photo rendering for the cups proposed for beer and wine service.
6. A specification and drawings/photo rendering for the paper soft drink and coffee/espresso cups proposed for On-board Beverage service.
7. A specification and drawings/photo rendering for paper bags and/or boxes if take out is included in the proposed service concept.

#### **Marketing Plans, Promotions, and Incentives**

1. Describe in detail the proposer's marketing plans, to include a promotions calendar and seasonal marketing concepts for the first year of the Contract. Explain how the marketing plans and promotional campaigns will be managed, measured and reported.
2. Describe financial incentives that the proposer will be able to provide to WSF based on using WSF's name or operations in its marketing and promotions program and campaigns.



1  
2 **Concession Fee & Business Projections**  
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- 4 1. The minimum monthly Concession Fee for On-board Food, Beverage & Retail,  
5 for all sales categories, shall be the greater of eleven percent (11%) of gross sales,  
6 excluding sales tax, or \$72,000 for the months of October – April, and \$110,000  
7 for the months of May – September. Effective at the beginning of year three of  
8 the Contract Term, the minimum monthly Concession Fee shall be the greater of  
9 eleven percent (11%) of gross sales, excluding sales tax, or eighty percent (80%)  
10 of the average monthly Concession Fees for the same periods of the two (2)  
11 previous years. Proposers may propose a higher percentage Concession Fee than  
12 the minimum, to be considered during the proposal evaluation process. Proposer  
13 shall complete RFP Part 8, Financial Proposal Form to provide WSF with its  
14 proposal for Concession Fees.  
15
- 16 2. Detailed information regarding the proposer's Capital Investment Plan. The  
17 Capital Investment Plan shall define the location, description and the purpose of  
18 the capital investment, the timing of the investment, and the amount of the  
19 investment to be paid by the proposer and the amount to be funded by WSF.  
20
- 21 3. Estimates of proposer's pre-opening expenses and working capital requirements.  
22
- 23 4. Pro-forma detailed statements of the proposer's projected annual income and  
24 expenses for this segment for the first three (3) years of the Contract and  
25 summarized for the first five (5) years of the Contract. Explain material  
26 assumptions used to develop the pro-forma forecasts.  
27
- 28 5. Pro-forma detailed statements of WSF's income and expenses for this segment for  
29 the first three (3) years of the Contract and summarized for the first five (5) years  
30 of the Contract. Show both operating and capital expenditures so the net income  
31 and cash flow for WSF from the Proposal may be estimated. Explain material  
32 assumptions used to develop the pro-forma forecasts.  
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1  
2 **Operations**  
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- 4 1. Describe the level of commitment and involvement of corporate executives,  
5 partners or owners, and local management supporting this project. Provide details  
6 on how the proposer plans to manage the organized labor, political, and public  
7 relations issues that will result from WSF entering into a new concessions  
8 Contract.  
9
- 10 2. Describe how the proposer will coordinate with WSF to manage the transition  
11 between the current concessionaire and the proposer. Describe expectations and  
12 assumptions for using WSF resources and actions required by WSF.  
13
- 14 3. List concession operating hours by vessel and route that maximize service to WSF  
15 customers within a sound, financially viable service plan. On a route-by-route  
16 and day-of-year basis, such concession operating hours may be less than the full  
17 vessel operating hours, if deemed necessary by the proposer to make the  
18 concession service financially viable. The WSF vessel operating schedules, by  
19 season, are posted on the WSF public website and are provided in RFP Volume II,  
20 Exhibits.  
21
- 22 4. Describe how the proposer will coordinate with WSF and respond to and solve  
23 the challenges that face food, beverage & retail concessionaires in a public, on-  
24 board marine environment versus a traditional land-based food and beverage  
25 environment. These issues may involve extreme customer behaviors, strong  
26 organized labor influences, various demographics, security, challenging  
27 merchandise/supplies delivery schedules, dramatic shifts in customer traffic flow  
28 based on time-of-day and day-of-year, unplanned schedule delays or  
29 cancellations, unplanned vessel reassignments, and other operational challenges.  
30
- 31 5. Describe accounting and control systems to be used by the proposer for the On-  
32 board Food, Beverage & Retail operations. Include examples of financial and  
33 sales reporting information that will be made available to WSF and the frequency  
34 of such reports. Will the reports be available in both electronic and printed  
35 format?  
36
- 37 6. WSF is currently seeking a replacement Revenue Collection System; the  
38 successful proposer must electronically integrate with WSF's new Revenue  
39 Collection System when it becomes available.  
40
- 41 7. Provide a list of three (3) business sites that the proposer recommends be used for  
42 the purpose of setting comparable street prices, product selection and quality.  
43

8. Describe in detail the proposer's plan for product storage and distribution. If storage in addition to the WSF provided storage is required, explain how that will impact distribution plans. How will the proposer guarantee that sufficient product will be maintained on-board vessels to meet peak customer demand?
9. Proposer is encouraged to engage, sub-contract, franchise, or license to/from other businesses to provide a variety of services, concepts and local involvement under its Contract. Describe concession services that will be subcontracted or franchised, and indicate when, where and to what extent proposer plans on using subcontractors and franchise operators.
10. Describe the proposer's cash register system, including specifications on what must be provided by WSF for it to operate successfully. Note the cash registers used by the current concessionaire are WSF property, but they are six years old and not compatible with debit and credit card transactions. WSF cash registers (where available) may be used by the proposer for a short, interim basis only. Include information on the planned schedule for converting to the proposer's cash register system.
11. Describe the system and process proposer will use for accepting debit and credit cards. How will proposer process card transactions if and when wireless communications are unavailable?
12. Describe how the proposer will coordinate with WSF for the purpose of accommodating security and safety requirements, and the extent proposer has included costs associated with screening and qualifying employees, and providing and maintaining security and safety training for its employees in its financial projections and Proposal.

### **Contract**

Comments, questions or requested changes regarding the attached draft Contract may be included in the Proposal. WSF intends to use the attached Contract in its substantial form, but will consider minor revisions that are identified to WSF, in writing, with the Proposal. Any such revisions will be issued as appropriate to all proposers in an RFP Addendum.

# PROPOSAL REQUIREMENTS

## Segment 2 – ON-SHORE FOOD & BEVERAGE

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### **PROPOSERS ARE REQUIRED TO SUBMIT THE FOLLOWING INFORMATION**

#### **Concept Development**

1. Description, pictures and/or renditions of On-shore Food and Beverage concepts proposed for each terminal and vehicle holding area. For each location, indicate if service is proposed from fixed facilities, kiosks, or mobile carts.
2. Menus and initial prices that will be offered at each terminal. Describe assumptions for the schedule and frequency of price and menu adjustments.
3. Description of capital improvements proposed for each terminal.
4. Detailed construction schedules for all capital improvements at all locations covering the period from Contract award to concession opening date.
5. A specification and drawings/photo rendering for the cups proposed for beer and wine service.
6. A specification and drawings/photo rendering for the paper soft drink and coffee/espresso cups proposed for On-shore Beverage service.
7. A specification and drawings/photo rendering for paper bags and or boxes if take out is included in the proposed service concept.

1  
2 **Marketing Plans, Promotions, and Incentives**  
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- 4 1. Describe in detail the proposer's marketing plans, to include a promotions  
5 calendar and seasonal marketing concepts for the first year of the Contract.  
6 Explain how the marketing plans and promotional campaigns will be managed,  
7 measured and reported.  
8  
9 2. Describe financial incentives that the proposer will be able to provide to WSF  
10 based on using WSF's name or operations in its marketing and promotions  
11 program and campaigns.  
12  
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14 **Concession Fee & Business Projections**  
15

- 16 1. The minimum monthly Concession Fee for On-shore Food & Beverage shall be  
17 nine percent (9%) of gross sales, excluding sales tax. Effective at the beginning  
18 of year three of the Contract Term, the minimum monthly Concession Fee shall  
19 be the greater of nine percent (9%) of gross sales, excluding sales tax, or eighty  
20 percent (80%) of the average monthly Concession Fees of the two (2) previous  
21 years. Proposers may offer a higher percentage of gross sales, to be considered  
22 during the proposal evaluation process. Proposer shall complete RFP Part 8,  
23 Financial Proposal Form to provide WSF with its proposal for Concession Fees.  
24  
25 2. Detailed information regarding the proposer's Capital Investment Plan. The  
26 Capital Investment Plan shall define the location, description, purpose and timing  
27 of the capital investment.  
28  
29 3. Estimates of proposer's pre-opening expenses and working capital requirements.  
30  
31 4. Pro-forma detailed statements of the proposer's projected annual income and  
32 expenses for this segment for the first three (3) years of the Contract and  
33 summarized for the first five (5) years of the Contract. Explain material  
34 assumptions used to develop the pro-forma forecasts.  
35  
36 5. Pro-forma detailed statements of WSF's income and expenses for this segment for  
37 the first three (3) years of the Contract and summarized for the first five (5) years  
38 of the Contract. Show all operating income and expenditures so the net income  
39 and cash flow to WSF from the Proposal may be estimated. Explain material  
40 assumptions used to develop the pro-forma forecasts.  
41  
42

## **Operations**

1. Describe the level of commitment and involvement of corporate executives, partners or owners, and local management supporting this project. Provide details on how the proposer plans to manage the organized labor, political, and public relations issues that will result from WSF entering into a new concessions Contract.
2. Describe how the proposer will coordinate with WSF to manage the transition between the current concessionaire and the proposer. Describe expectations and assumptions for using WSF resources and actions required by WSF.
3. List concession operating hours by terminal that maximize service to WSF customers within a sound, financially viable service plan. On a route-by-route and day-of-year basis, such concession operating hours may be less than the full terminal operating hours, if deemed necessary by the proposer to make the concession service financially viable. The WSF operating schedules, by season, are posted on the WSF public website and are provided in RFP Volume II, Exhibits.
4. Describe how the proposer will coordinate with WSF and respond to and solve the challenges that face food, beverage & retail concessionaires in a public, marine environment versus a traditional land-based food and beverage environment. These issues may involve extreme customer behaviors, strong organized labor influences, various demographics, security, challenging merchandise/supplies delivery schedules, dramatic shifts in customer traffic flow based on time-of-day and day-of-year, unplanned schedule delays or cancellations, unplanned vessel reassignments, and other operational challenges.
5. Describe accounting and control systems to be used by the proposer for the On-shore Food & Beverage operations. Include examples of financial and sales reporting information that will be made available to WSF and the frequency of such reports. Will the reports be available in both electronic and printed format?
6. Provide a list of three (3) business sites that the proposer recommends be used for the purpose of setting comparable street prices, product selection and quality.
7. Describe in detail the proposer's plan for product storage and distribution. If storage is required beyond that provided by WSF, explain how that will impact distribution plans. How will the proposer guarantee that sufficient product will be maintained at on-shore locations to meet peak customer demand?
8. Proposer is encouraged to engage, sub-contract, franchise, or license to/from other businesses to provide a variety of services, concepts and local involvement under its Contract. Describe concession services that will be subcontracted or

franchised, and indicate when, where and to what extent proposer plans on using subcontractors and franchise operators.

9. WSF is currently seeking a replacement Revenue Collection System; the successful proposers must electronically integrate with WSF's new Revenue Collection System when it becomes available.

10. Describe the proposer's cash register system, including specifications on what must be provided by WSF for it to operate successfully.

11. Describe the system and process proposer will use for accepting debit and credit cards. How will proposer process transactions if and when telephone communications are unavailable?

12. Describe how the proposer will coordinate with WSF for the purpose of accommodating security and safety requirements, and the extent proposer has included costs associated with screening and qualifying employees, and providing and maintaining security and safety training for its employees in its financial projections and Proposal.

## **Contract**

Comments, questions or requested changes regarding the attached draft Contract may be included in the Proposal. WSF intends to use the attached Contract in its substantial form, but will consider minor revisions that are identified to WSF, in writing, with the Proposal. Any such revisions will be issued as appropriate to all proposers in an RFP Addendum.

# PROPOSAL REQUIREMENTS

## **Segment 3 – NEWS, BOOKS AND CONVENIENCE**

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### **PROPOSERS ARE REQUIRED TO SUBMIT THE FOLLOWING INFORMATION**

#### **Concept Development**

1. Description, pictures and/or renditions of News, Books and Convenience (NBC) concepts proposed for each terminal and vehicle holding area. For each location, indicate if service is proposed from fixed facilities, kiosks, or mobile carts.
2. Product selection and initial prices that will be offered at each terminal. Describe assumptions for the schedule and frequency of price and product selection adjustments.
3. Description of capital improvements proposed for each terminal.
4. Detailed construction schedules for all capital improvements at all locations covering the period from Contract award to concession opening date.
5. A specification and drawings/photo rendering for paper bags and or boxes to support the proposed service concepts.

#### **Marketing Plans, Promotions, and Incentives**

1. Describe in detail the proposer's marketing plans, to include a promotions calendar and seasonal marketing concepts for the first year of the Contract. Explain how the marketing plans and promotional campaigns will be managed, measured and reported.
2. Describe financial incentives that the proposer will be able to provide to WSF based on using WSF's name or operations in its marketing and promotions program and campaigns.



1  
2 **Concession Fee and Business Projections**  
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- 4 1. The minimum monthly Concession Fee for the NBC Stores shall be nine percent  
5 (9%) of gross sales, excluding sales tax. Effective at the beginning of year three  
6 of the Contract Term, the minimum monthly Concession Fee shall be the greater  
7 of nine percent (9%) of gross sales, excluding sales tax, or eighty percent (80%)  
8 of the average monthly Concession Fees of the two (2) previous years. Proposers  
9 may offer a higher percentage of gross sales, to be considered during the proposal  
10 evaluation process. Proposer shall complete RFP Part 8, Financial Proposal Form  
11 to provide WSF with its proposal for Concession Fees.  
12  
13 2. Detailed information regarding the proposer's Capital Investment Plan. The  
14 Capital Investment Plan shall define the location, description, purpose and timing  
15 of the capital investment.  
16  
17 3. Estimates of proposer's pre-opening expenses and working capital requirements.  
18  
19 4. Pro-forma detailed statements of the proposer's projected annual income and  
20 expenses for this segment for the first three (3) years of the Contract and  
21 summarized for the first five (5) years of the Contract. Explain material  
22 assumptions used to develop the pro-forma forecasts.  
23  
24 5. Pro-forma detailed statements of WSF's income and expenses for this segment for  
25 the first three (3) years of the Contract and summarized for the first five (5) years  
26 of the Contract. Show all operating income and expenditures so the net income  
27 and cash flow to WSF from the Proposal may be estimated. Explain material  
28 assumptions used to develop the pro-forma forecasts.  
29  
30

31 **Operations**  
32

- 33 1. Describe the level of commitment and involvement of corporate executives,  
34 partners or owners, and local management supporting this project. Provide details  
35 on how the proposer plans to manage the organized labor, political, and public  
36 relations issues that will result from WSF entering into a new concessions  
37 Contract.  
38  
39 2. Describe how the proposer will coordinate with WSF to manage the transition  
40 between the current concessionaire and the proposer. Describe expectations and  
41 assumptions for using WSF resources and actions required by WSF.  
42  
43 3. List concession operating hours by terminal that maximize service to WSF  
44 customers within a sound, financially viable service plan. On a route-by-route  
45 and day-of-year basis, such concession operating hours may be less than the full  
46 terminal operating hours, if deemed necessary by the proposer to make the

concession service financially viable. The WSF operating schedules, by season, are posted on the WSF public website and are provided in RFP Volume II, Exhibits.

4. Describe how the proposer will coordinate with WSF and respond to and solve the challenges that face food, beverage & retail concessionaires in a public, marine environment versus a traditional land-based food and beverage environment. These issues may involve extreme customer behaviors, strong organized labor influences, various demographics, security, challenging merchandise/supplies delivery schedules, dramatic shifts in customer traffic flow based on time-of-day and day-of-year, unplanned schedule delays or cancellations, unplanned vessel reassignments, and other operational challenges.
5. Describe accounting and control systems to be used by the proposer for the NBC operations. Include examples of financial and sales reporting information that will be made available to WSF and the frequency of such reports. Will the reports be available in both electronic and printed format?
6. WSF is currently seeking a replacement Revenue Collection System; the successful proposers must electronically integrate with WSF's new Revenue Collection System when it becomes available.
7. Provide a list of three (3) business sites that the proposer recommends be used for the purpose of setting comparable street prices, product selection and quality.
8. Describe in detail the proposer's plan for product storage and distribution. If storage is required beyond that provided by WSF, explain how that will impact distribution plans. How will the proposer guarantee that sufficient product will be available to meet peak customer demand?
9. Proposer is encouraged to engage, sub-contract, franchise, or license to/from other businesses to provide a variety of services, concepts and local involvement under its Contract. Describe concession services that will be subcontracted or franchised, and indicate when, where and to what extent proposer plans on using subcontractors and franchise operators.
10. Describe the proposer's cash register system, including specifications on what must be provided by WSF for it to operate successfully
11. Describe the system and process proposer will use for accepting debit and credit cards. How will proposer process transactions if and when telephone communications are unavailable?
12. Describe how the proposer will coordinate with WSF for the purpose of accommodating security and safety requirements, and the extent proposer has included costs associated with screening and qualifying employees, and providing

1 and maintaining security and safety training for its employees in its financial  
2 projections and Proposal.  
3  
4

5 **Contract**  
6

7 Comments, questions or requested changes regarding the attached draft Contract may be  
8 included in the Proposal. WSF intends to use the attached Contract in its substantial form,  
9 but will consider minor revisions that are identified to WSF, in writing, with the Proposal.  
10 Any such revisions will be issued as appropriate to all proposers in an RFP Addendum.

# PROPOSAL REQUIREMENTS

## Segment 4 – FAST FOOD

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### **PROPOSERS ARE REQUIRED TO SUBMIT THE FOLLOWING INFORMATION**

#### **Concept Development**

1. Description, pictures and/or renditions of Fast Food concepts proposed for each terminal and vehicle holding area. Indicate if service is proposed from fixed facilities, kiosks, or mobile carts.
2. Product selection and initial prices that will be offered at each terminal. Describe assumptions for the schedule and frequency of price and product selection adjustments.
3. Description of capital improvements proposed for each terminal.
4. Detailed construction schedules for all capital improvements at all locations covering the period from Contract award to concession opening date.
5. A specification and drawings/photo rendering for paper bags and or boxes to support the proposed service concepts.

#### **Marketing Plans, Promotions, and Incentives**

1. Describe in detail the proposer's marketing plans, to include a promotions calendar and seasonal marketing concepts for the first year of the Contract. Explain how the marketing plans and promotional campaigns will be managed, measured and reported.
2. Describe financial incentives that the proposer will be able to provide to WSF based on using WSF's name or operations in its marketing and promotions program and campaigns.

1  
2 **Concession Fee & Business Projections**  
3

- 4 1. The minimum monthly Concession Fee for Fast Food shall be the greater of nine  
5 percent (9%) of gross sales, excluding sales tax, or \$8,000. Effective at the  
6 beginning of year three of the Contract Term, the minimum monthly Concession  
7 Fee shall be the greater of nine percent (9%) of gross sales, excluding sales tax, or  
8 eighty percent (80%) of the average monthly Concession Fees of the two (2)  
9 previous years. Proposers may offer a higher percentage of gross sales, to be  
10 considered during the proposal evaluation process. Proposer shall complete RFP  
11 Part 8, Financial Proposal Form to provide WSF with its proposal for Concession  
12 Fees.  
13
- 14 2. Detailed information regarding the proposer's Capital Investment Plan. The  
15 Capital Investment Plan shall define the location, description, purpose and timing  
16 of the capital investment.  
17
- 18 3. Estimates of proposer's pre-opening expenses and working capital requirements.  
19
- 20 4. Pro-forma detailed statements of the proposer's projected annual income and  
21 expenses for this segment for the first three (3) years of the Contract and  
22 summarized for the first five (5) years of the Contract. Explain material  
23 assumptions used to develop the pro-forma forecasts.  
24
- 25 5. Pro-forma detailed statements of WSF's income and expenses for this segment for  
26 the first three (3) years of the Contract and summarized for the first five (5) years  
27 of the Contract. Show all operating income and expenditures so the net income  
28 and cash flow to WSF from the Proposal may be estimated. Explain material  
29 assumptions used to develop the pro-forma forecasts.  
30

31  
32 **Operations**  
33

- 34 1. Describe the level of commitment and involvement of corporate executives,  
35 partners or owners, and local management supporting this project. Provide details  
36 on how the proposer plans to manage the organized labor, political, and public  
37 relations issues that will result from WSF entering into a new concessions  
38 Contract.  
39
- 40 2. Describe how the proposer will coordinate with WSF to manage the transition  
41 between the current concessionaire and the proposer. Describe expectations and  
42 assumptions for using WSF resources and actions required by WSF.  
43
- 44 3. List concession operating hours by terminal that maximize service to WSF  
45 customers within a sound, financially viable service plan. On a route-by-route  
46 and day-of-year basis, such concession operating hours may be less than the full

terminal operating hours, if deemed necessary by the proposer to make the concession service financially viable. The WSF operating schedules, by season, are posted on the WSF public website and are provided in RFP Volume II, Exhibits.

4. Describe how the proposer will coordinate with WSF and respond to and solve the challenges that face food, beverage & retail concessionaires in a public, marine environment versus a traditional land-based food and beverage environment. These issues may involve extreme customer behaviors, strong organized labor influences, various demographics, security, challenging merchandise/supplies delivery schedules, dramatic shifts in customer traffic flow based on time-of-day and day-of-year, unplanned schedule delays or cancellations, unplanned vessel reassignments, and other operational challenges.
5. Describe accounting and control systems to be used by the proposer for the Fast Food operations. Include examples of financial and sales reporting information that will be made available to WSF and the frequency of such reports. Will the reports be available in both electronic and printed format?
6. WSF is currently seeking a replacement Revenue Collection System; the successful proposer must electronically integrate with WSF's new Revenue Collection System when it becomes available.
7. Provide a list of three (3) business sites that the proposer recommends be used for the purpose of setting comparable street prices, product selection and quality.
8. Describe in detail the proposer's plan for product storage and distribution. If storage is required beyond that provided by WSF, explain how that will impact distribution plans. How will the proposer guarantee that sufficient product will be available to meet peak customer demand?
9. Proposer is encouraged to engage, sub-contract, franchise, or license to/from other businesses to provide a variety of services, concepts and local involvement under its Contract. Describe concession services that will be subcontracted or franchised, and indicate when, where and to what extent proposer plans on using subcontractors and franchise operators.
10. Describe the proposer's cash register system, including specifications on what must be provided by WSF for it to operate successfully.
11. Describe the system and process proposer will use for accepting debit and credit cards. How will proposer process transactions if and when telephone communications are unavailable?

1  
2 12. Describe how the proposer will coordinate with WSF for the purpose of  
3 accommodating security and safety requirements, and the extent proposer has  
4 included costs associated with screening and qualifying employees, and providing  
5 and maintaining security and safety training for its employees in its financial  
6 projections and Proposal.  
7  
8

9 **Contract**

10  
11 Comments, questions or requested changes regarding the attached draft Contract may be  
12 included in the Proposal. WSF intends to use the attached Contract in its substantial form,  
13 but will consider minor revisions that are identified to WSF, in writing, with the Proposal.  
14 Any such revisions will be issued as appropriate to all proposers in an RFP Addendum.

# PROPOSAL REQUIREMENTS

## Segment 5 - COLD BEVERAGE VENDING

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### PROPOSERS ARE REQUIRED TO SUBMIT THE FOLLOWING INFORMATION

#### Concept Development

1. Description, pictures and/or renditions and specifications of new state of the art Cold Beverage Vending concepts and vending machines proposed for each vessel and terminal. Use the RFP Volume 3, Exhibits – Vending Machine Locations to determine current locations and equipment. Additional machines may be proposed and new ideas are encouraged, but vending concepts and revenue projections must compliment the other segments included in this RFP. Speculative additional machines should not be relied upon to support revenue projections being submitted.
2. Product selection, portions and initial prices that will be offered on each vessel and at each terminal. Describe assumptions for the schedule and frequency of price and product selection adjustments.
3. Description of capital improvements proposed for each vessel and terminal to fully develop the Cold Beverage Vending concepts proposed.
4. Detailed construction and/or installation schedules for all capital improvements at all locations covering the period from Contract award to construction/installation completion.

#### Marketing Plans, Promotions, and Incentives

1. Describe in detail the proposer's marketing plans, to include a promotions calendar and seasonal marketing concepts for the first year of the Contract. Explain how the marketing plans and promotional campaigns will be managed, measured and reported.
2. Describe financial incentives that the proposer will be able to provide to WSF based on using WSF's name or operations in its marketing and promotions program and campaigns.



1  
2 **Concession Fee & Business Projections**  
3

- 4 1. The minimum monthly Concession Fee for Cold Beverage Vending shall be the  
5 greater of fifty percent (50%) of gross sales, excluding sales tax, or \$30,000.  
6 Effective at the beginning of year three of the Contract Term, the minimum  
7 monthly Concession Fee shall be the greater of fifty percent (50%) of gross sales,  
8 excluding sales tax, or eighty percent (80%) of the average monthly Concession  
9 Fees of the two (2) previous years. Proposers may offer a higher percentage of  
10 gross sales, to be considered during the proposal evaluation process. Proposer  
11 shall complete RFP Part 8, Financial Proposal Form to provide WSF with its  
12 proposal for Concession Fees.  
13  
14 2. Detailed information regarding the proposer's Capital Investment Plan. The  
15 Capital Investment Plan shall define the location, description, purpose and timing  
16 of the capital investment.  
17  
18 3. Estimates of proposer's pre-opening expenses and working capital requirements.  
19  
20 4. Pro-forma detailed statements of the proposer's projected annual income and  
21 expenses for this segment for the first three (3) years of the Contract and  
22 summarized for the first five (5) years of the Contract. Explain material  
23 assumptions used to develop the pro-forma forecasts.  
24  
25 5. Pro-forma detailed statements of WSF's income and expenses for this segment for  
26 the first three (3) years of the Contract and summarized for the first five (5) years  
27 of the Contract. Show all operating income and expenditures so the net income  
28 and cash flow to WSF from the Proposal may be estimated. Explain material  
29 assumptions used to develop the pro-forma forecasts.  
30  
31

32 **Operations**  
33

- 34 1. Describe the level of commitment and involvement of corporate executives,  
35 partners or owners, and local management supporting this project. Provide details  
36 on how the proposer plans to manage the organized labor, political, and public  
37 relations issues that will result from WSF entering into a new concessions  
38 Contract.  
39  
40 2. Describe how the proposer will coordinate with WSF to manage the transition  
41 between the current concessionaire and the proposer. Describe expectations and  
42 assumptions for using WSF resources and actions required by WSF.  
43  
44 3. Describe how the proposer will coordinate with WSF and respond to and solve  
45 the challenges that concessionaires face in a public, marine environment versus a  
46 traditional land-based environment. These issues may involve extreme customer

1 behaviors, strong organized labor influences, various demographics, security,  
2 challenging merchandise/supplies delivery schedules, dramatic shifts in customer  
3 traffic flow based on time-of-day and day-of-year, unplanned schedule delays or  
4 cancellations, unplanned vessel reassignments, and other operational challenges.  
5

6 4. Describe in detail the proposer's plan for restocking all vending machines, and  
7 what the response procedure and response time will be for service and repair.  
8 How will the proposer guarantee that sufficient product will be maintained on-  
9 board vessels and at terminals to meet peak hour needs?  
10

11 5. Describe in detail the proposer's response procedure and response time for service  
12 and repair.  
13

14 6. Provide a detailed plan and procedures for reimbursing vending patrons on  
15 vessels and at terminals.  
16

17 7. What is the proposer's plan for providing customers with change required to use  
18 the proposed Cold Beverage Vending machines?  
19

20 8. Describe accounting and control systems to be used by the proposer for the Cold  
21 Beverage Vending operations. Include examples of financial and sales reporting  
22 information that will be made available to WSF and the frequency of such reports.  
23 Will the reports be available in both electronic and printed format?  
24

25 9. WSF is currently seeking a replacement Revenue Collection System; the  
26 successful proposer must electronically integrate with WSF's new Revenue  
27 Collection System when it becomes available.  
28

29 10. Provide a list of three (3) business sites that the proposer recommends be used for  
30 the purpose of setting comparable street prices, product selection and quality.  
31

32 11. Proposer is encouraged to engage, sub-contract, franchise, or license to/from other  
33 businesses to provide a variety of services, concepts and local involvement under  
34 its Contract. Describe vending services that will be subcontracted or franchised,  
35 and indicate when, where and to what extent proposer plans on using  
36 subcontractors and franchise operators.  
37

38 12. Describe how the proposer will coordinate with WSF for the purpose of  
39 accommodating security and safety requirements, and the extent proposer has  
40 included costs associated with screening and qualifying employees, and providing  
41 and maintaining security and safety training for its employees in its financial  
42 projections and Proposal.  
43

1  
2 **Contract**  
3

4 Comments, questions or requested changes regarding the attached draft Contract may be  
5 included in the Proposal. WSF intends to use the attached Contract in its substantial form,  
6 but will consider minor revisions that are identified to WSF, in writing, with the Proposal.  
7 Any such revisions will be issued as appropriate to all proposers in an RFP Addendum.  
8

# PROPOSAL REQUIREMENTS

## **Segment 6 - HOT BEVERAGE AND SNACK VENDING**

### **PROPOSERS ARE REQUIRED TO SUBMIT THE FOLLOWING INFORMATION**

#### **Concept Development**

Description, pictures and/or renditions and specifications of new state of the art Hot Beverage and Snack Vending concepts and vending machines proposed for each vessel and terminal. Use the RFP Volume 3, Exhibits – Vending Machine Locations to determine current locations and equipment. Additional machines may be proposed and new ideas are encouraged, but vending concepts and revenue projections must compliment the other segments included in this RFP. Speculative additional machines should not be relied upon to support revenue projections being submitted.

1. Product selection, portions and initial prices that will be offered on each vessel and at each terminal. Describe assumptions for the schedule and frequency of price and product selection adjustments.
2. Description of capital improvements proposed for each vessel and terminal to fully develop the Hot Beverage and Snack Vending concepts proposed.
3. Detailed construction and/or installation schedules for all capital improvements at all locations covering the period from Contract award to construction/installation completion.

#### **Marketing Plans, Promotions, and Incentives**

1. Describe in detail the proposer's marketing plans, to include a promotions calendar and seasonal marketing concepts for the first year of the Contract. Explain how the marketing plans and promotional campaigns will be managed, measured and reported.
2. Describe financial incentives that the proposer will be able to provide to WSF based on using WSF's name or operations in its marketing and promotions program and campaigns.

1  
2 **Concession Fee & Business Projections**  
3

- 4 1. The minimum monthly Concession Fee for Hot Beverage and Snack Vending  
5 shall be the greater of thirty percent (30%) of gross sales, excluding sales tax, or  
6 \$5,000. Effective at the beginning of year three of the Contract Term, the  
7 minimum monthly Concession Fee shall be the greater of thirty percent (30%) of  
8 gross sales, excluding sales tax, or eighty percent (80%) of the average monthly  
9 Concession Fees of the two (2) previous years. Proposers may offer a higher  
10 percentage of gross sales, to be considered during the proposal evaluation process.  
11 Proposer shall complete RFP Part 8, Financial Proposal Form to provide WSF  
12 with its proposal for Concession Fees.  
13
- 14 2. Detailed information regarding the proposer's Capital Investment Plan. The  
15 Capital Investment Plan shall define the location, description, purpose and timing  
16 of the capital investment.  
17
- 18 3. Estimates of proposer's pre-opening expenses and working capital requirements.  
19
- 20 4. Pro-forma detailed statements of the proposer's projected annual income and  
21 expenses for this segment for the first three (3) years of the Contract and  
22 summarized for the first five (5) years of the Contract. Explain material  
23 assumptions used to develop the pro-forma forecasts.  
24
- 25 5. Pro-forma detailed statements of WSF's income and expenses for this segment for  
26 the first three (3) years of the Contract and summarized for the first five (5) years  
27 of the Contract. Show all operating income and expenditures so the net income  
28 and cash flow to WSF from the Proposal may be estimated. Explain material  
29 assumptions used to develop the pro-forma forecasts.  
30  
31

32 **Operations**  
33

- 34 1. Describe the level of commitment and involvement of corporate executives,  
35 partners or owners, and local management supporting this project. Provide details  
36 on how the proposer plans to manage the organized labor, political, and public  
37 relations issues that will result from WSF entering into a new concessions  
38 Contract.  
39
- 40 2. Describe how the proposer will coordinate with WSF to manage the transition  
41 between the current concessionaire and the proposer. Describe expectations and  
42 assumptions for using WSF resources and actions required by WSF.  
43
- 44 3. Describe how the proposer will coordinate with WSF and respond to and solve  
45 the challenges that concessionaires face in a public, marine environment versus a  
46 traditional land-based environment. These issues may involve extreme customer

behaviors, strong organized labor influences, various demographics, security, challenging merchandise/supplies delivery schedules, dramatic shifts in customer traffic flow based on time-of-day and day-of-year, unplanned schedule delays or cancellations, unplanned vessel reassignments, and other operational challenges.

4. Describe in detail the proposer's plan for restocking of all vending machines, and what the response procedure and response time will be for service and repair. How will the proposer guarantee that sufficient product will be maintained on-board vessels and at terminals to meet peak hour needs?

5. Describe in detail the proposer's response procedure and response time for service and repair.

6. Provide a detailed plan and procedures for reimbursing vending patrons on vessels and at terminals.

7. What is the proposer's plan for providing customers with change required to use the proposed Hot Beverage and Snack Vending machines?

8. Describe accounting and control systems to be used by the proposer for the Hot Beverage & Snack Vending operations. Include examples of financial and sales reporting information that will be made available to WSF and the frequency of such reports. Will the reports be available in both electronic and printed format?

9. WSF is currently seeking a replacement Revenue Collection System; the successful proposer must electronically integrate with WSF's new Revenue Collection System when it becomes available

10. Provide a list of three (3) business sites that the proposer recommends be used for the purpose of setting comparable street prices, product selection and quality.

11. Proposer is encouraged to engage, sub-contract, franchise, or license to/from other businesses to provide a variety of services, concepts and local involvement under its Contract. Describe vending services that will be subcontracted or franchised, and indicate when, where and to what extent proposer plans on using subcontractors and franchise operators.

12. Describe how the proposer will coordinate with WSF for the purpose of accommodating security and safety requirements, and the extent proposer has included costs associated with screening and qualifying employees, and providing and maintaining security and safety training for its employees in its financial projections and Proposal.

1  
2 **Contract**  
3

4 Comments, questions or requested changes regarding the attached draft Contract may be  
5 included in the Proposal. WSF intends to use the attached Contract in its substantial form,  
6 but will consider minor revisions that are identified to WSF, in writing, with the Proposal.  
7 Any such revisions will be issued as appropriate to all proposers in an RFP Addendum.

# PROPOSAL REQUIREMENTS

## Segment 7 - GAME VENDING

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### **PROPOSERS ARE REQUIRED TO SUBMIT THE FOLLOWING INFORMATION**

#### **Concept Development**

1. Description, pictures and/or renditions and specifications of new state of the art Game Vending concepts and vending machines proposed for each vessel and terminal. Use the RFP Volume II, Exhibits – Vending Machine Locations to determine current locations and equipment. Additional machines may be proposed and new ideas are encouraged, but vending concepts and revenue projections must compliment the other segments included in this RFP. Speculative additional machines should not be relied upon to support revenue projections being submitted. No video games which contain any depiction of substantial violence or which could be viewed as offensive to a reasonable person may be placed at any WSF facility. All games must be suitable for all ages.
2. Game selection and initial prices that will be offered on each vessel and at each terminal. Describe assumptions for the schedule and frequency of price and game selection adjustments.
3. Description of capital improvements proposed for each vessel and terminal to fully develop the Game Vending concepts proposed.
4. Detailed construction and/or installation schedules for all capital improvements at all locations covering the period from Contract award to construction/installation completion.

#### **Marketing Plans, Promotions, and Incentives**

1. Describe in detail the proposer's marketing plans, to include a promotions calendar and seasonal marketing concepts for the first year of the Contract. Explain how the marketing plans and promotional campaigns will be managed, measured and reported.
2. Describe financial incentives that the proposer will be able to provide to WSF based on using WSF's name or operations in its marketing and promotions program and campaigns.



1  
2 **Concession Fee & Business Projections**  
3

- 4 1. The minimum monthly Concession Fee for Game Vending shall be the greater of  
5 fifty percent (50%) of gross sales, excluding sales tax, or \$8,000. Effective at the  
6 beginning of year three of the Contract Term, the minimum monthly Concession  
7 Fee shall be the greater of fifty percent (50%) of gross sales, excluding sales tax,  
8 or eighty percent (80%) of the average monthly Concession Fees of the two (2)  
9 previous years. Proposers may offer a higher percentage of gross sales, to be  
10 considered during the proposal evaluation process. Proposer shall complete RFP  
11 Part 8, Financial Proposal Form to provide WSF with its proposal for Concession  
12 Fees.  
13  
14 2. Detailed information regarding the proposer's Capital Investment Plan. The  
15 Capital Investment Plan shall define the location, description, purpose and timing  
16 of the capital investment.  
17  
18 3. Estimates of proposer's pre-opening expenses and working capital requirements.  
19  
20 4. Pro-forma detailed statements of the proposer's projected annual income and  
21 expenses for this segment for the first three (3) years of the Contract and  
22 summarized for the first five (5) years of the Contract. Explain material  
23 assumptions used to develop the pro-forma forecasts.  
24  
25 5. Pro-forma detailed statements of WSF's income and expenses for this segment for  
26 the first three (3) years of the Contract and summarized for the first five (5) years  
27 of the Contract. Show all operating income and expenditures so the net income  
28 and cash flow to WSF from the Proposal may be estimated. Explain material  
29 assumptions used to develop the pro-forma forecasts.  
30  
31

32 **Operations**  
33

- 34 1. Describe the level of commitment and involvement of corporate executives,  
35 partners or owners, and local management supporting this project. Provide details  
36 on how the proposer plans to manage the organized labor, political, and public  
37 relations issues that will result from WSF entering into a new concessions  
38 Contract.  
39  
40 2. Describe how the proposer will coordinate with WSF to manage the transition  
41 between the current concessionaire and the proposer. Describe expectations and  
42 assumptions for using WSF resources and actions required by WSF.  
43  
44 3. Describe how the proposer will coordinate with WSF and respond to and solve  
45 the challenges that concessionaires face in a public, marine environment versus a  
46 traditional land-based environment. These issues may involve extreme customer

1 behaviors, strong organized labor influences, various demographics, security,  
2 challenging delivery schedules, dramatic shifts in customer traffic flow based on  
3 time-of-day and day-of-year, unplanned schedule delays or cancellations,  
4 unplanned vessel reassignments, and other operational challenges.  
5

6 4. Describe in detail the proposer's response procedure and response time for service  
7 and repair.  
8

9 5. Provide a detailed plan and procedures for reimbursing vending patrons on  
10 vessels and at terminals.  
11

12 6. What is the proposer's plan for providing customers with change required by the  
13 proposed Game Vending machines?  
14

15 7. Describe accounting and control systems to be used by the proposer for the Game  
16 Vending operations. Include examples of financial and sales reporting  
17 information that will be made available to WSF and the frequency of such reports.  
18 Will the reports be available in both electronic and printed format?  
19

20 8. WSF is currently seeking a replacement Revenue Collection System; the  
21 successful proposer must electronically integrate with WSF's new Revenue  
22 Collection System when it becomes available.  
23

24 9. Provide a list of three (3) business sites that the proposer recommends be used for  
25 the purpose of setting comparable street prices, product selection and quality.  
26

27 10. Proposer is encouraged to engage, sub-contract, franchise, or license to/from other  
28 businesses to provide a variety of services, concepts and local involvement under  
29 its Contract. Describe Game Vending services that will be subcontracted or  
30 franchised, and indicate when, where and to what extent proposer plans on using  
31 subcontractors and franchise operators.  
32

33 11. Describe how the proposer will coordinate with WSF for the purpose of  
34 accommodating security and safety requirements, and the extent proposer has  
35 included costs associated with screening and qualifying employees, and providing  
36 and maintaining security and safety training for its employees in its financial  
37 projections and Proposal.  
38  
39

1  
2 **Contract**  
3

4 Comments, questions or requested changes regarding the attached draft Contract may be  
5 included in the Proposal. WSF intends to use the attached Contract in its substantial form,  
6 but will consider minor revisions that are identified to WSF, in writing, with the Proposal.  
7 Any such revisions will be issued as appropriate to all proposers in an RFP Addendum.  
8  
9

10  
11  
12 ( END )  
13  
14  
15  
16